

CIA TODAY AND TOMORROW  
Course #3-74

23, 24, 25 April 1974

Headquarters Auditorium

The objective of the course is to update the participants on recent developments and future programs in the Agency and the Intelligence Community.

INTELLIGENCE INSTITUTE  
OFFICE OF TRAINING

STAFF



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TRAINING ASSISTANT



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S-E-C-R-E-T

CIA TODAY AND TOMORROW

23, 24, 25 April 1974  
Headquarters Auditorium

Tuesday, 23 April

0830 - 0900      Registration  
0900 - 0915      Opening Remarks  
0915 - 0945      CIA Today - An  
                         Organizational Look

Alfonso Rodriguez  
Director of Training

~~Senior Briefing~~  
~~Officer, Office~~  
of Training

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To set the scene and provide a backdrop for later presentations, the speaker will review briefly the current structure, organization and mission of the Agency, emphasizing recent changes which have taken place.

1015 - 1110      CIA and the Media

Angus M. Thuermer  
Assistant to the  
Director

What should the relationships between an intelligence agency and the media be in a free society? How does the Agency handle such relationships? What are some of the specific problems in recent years which have caused the Agency to come into conflict with the press? The speaker will address himself to these and related questions.

1115 - 1200      CIA and the Congress

George L. Cary  
Legislative Counsel

What is the current status of our congressional relations? What are our responsibilities to the special committees set up to oversee the Agency? Does the Congress view the Agency in a different light than in the past? What are the relationships and problems likely to be in the future? The Legislative Counsel will discuss these questions and others pertinent to this sensitive and important topic.

1200 - 1300      Lunch

S-E-C-R-E-T

1300 - 1330      Film: "The National  
Energy Outlook"

This 1973 film is a technological forecast by a leading U.S. oil company. Its series of annual forecasts is widely regarded as one of the more objective.

1335 - 1430      The International  
Economic Scene

Maurice C. Ernst  
Director of  
Economic Research

The position of the U.S. in the world economy is being challenged by rapidly changing developments in the international scene. Our speaker will outline how the policy maker's interests in economic intelligence have shifted in recent years and will describe new priorities and requirements emerging in this field. Activities related to the Agency's contribution to an understanding of the many factors associated with the international energy crisis will be discussed.

1500 - 1550      The Intelligence  
Directorate - Current  
Issues and Future  
Trends

Paul V. Walsh  
Associate Deputy  
Director for  
Intelligence

The primary responsibility for producing finished intelligence and providing policy support for the President and the NSC lies in the Intelligence Directorate. Our speaker will discuss the major activities of this Directorate, special problem areas of current interest, the significance of recent organizational changes, and relationships with other parts of the Agency and the Intelligence community.

1600 - 1645      Remarks

William E. Colby  
Director of Central  
Intelligence

The Director of Central Intelligence will present his views on the current and future status of the Agency and the Intelligence Community.

Wednesday, 24 April

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0900 - 0950      The Middle East -  
                  An Intelligence View

████████████████████  
Chief, Middle East-  
Africa Division,  
OCI

The complex foreign and domestic problems that have arisen as a result of Middle East conflicts underscore the importance of that part of the world for the U.S. Our speaker will review the wide range of requirements that have been levied upon the Agency and define the major areas of responsibility for the intelligence analyst today and in the future.

1020 - 1110      The Agency's Scientific  
                  and Technological  
                  Responsibilities

Carl E. Duckett  
Deputy Director  
for Science and  
Technology

The speaker will describe the current activities of his Directorate, including recent organizational changes and new responsibilities. He will also discuss the contribution Science and Technology has made to intelligence, and take a look into the future at technological developments which may be of interest to the Agency.

1115 - 1200      The Agency and Equal  
                  Employment Opportunity

Thomas W. Holmes  
Director of  
Equal Employment  
Opportunity Programs

The DCI is firmly committed to achieving equal employment opportunity (EEO) for all Agency employees regardless of race, color, religion, sex, or national origin. The Director, EEO will present the Agency's past record in this field and cover future Agency plans. He will emphasize the problems we face, the directives he has received from the DCI, and the role that all Agency employees have in fulfilling future plans.

1200 - 1300      Lunch

1300 - 1400      Personnel Management -  
                  The Outlook for the  
                  Seventies

Frederick W.M. Janney  
Director of  
Personnel

Our speaker will give us an overview of his responsibilities as personnel manager for the entire Agency. He will review the overall Agency personnel situation as a whole and cover recent developments in the approaches to personnel management recently enunciated by the Director.

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1420 - 1510

Management and Services -  
Support in a Changing  
Intelligence Environment


Harold L. Brownman  
Deputy Director  
for Management  
and Services

Changing priorities and requirements in the collection and production of intelligence necessarily lead to changing emphases in that part of the Agency which supports our intelligence activities. The DDM&S will discuss current activities and future plans, and describe recent changes which have taken place both at Headquarters and at overseas stations. He will also take a look at the future, in terms of "doing more with less," and the impact it may have on the services the Directorate provides the Agency.

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1515 - 1610

The National Intelligence  
Officers


  
National Intelligence  
Officer for South-  
east Asia

Our speaker will discuss this recent innovation in the organization and management of the Intelligence Community. He will discuss current and future plans for developing community coordinated products on geographical and substantive subjects to satisfy requirements for national estimative intelligence and responses to specific National Security Council requests.

Thursday, 25 April

0900 - 0950

International Narcotics  
Traffic - A Critical  
Intelligence Problem

 Deputy Chief,  
Narcotics Coordi-  
nation Group

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In recent years the U.S. Government and the Agency have become increasingly involved in efforts to stem the flow of drugs into our country. The President has given this effort a top priority. Our speaker will discuss the government's efforts in this field, and, more specifically, the Agency's present and future role in this new, but significant area of our operations.

1020 - 1110

The Operations Directorate  
- Current Activities and  
Future Plans

William E. Nelson  
Deputy Director  
for Operations

The Operations Directorate, like the rest of the Agency, is facing new challenges while adapting to changing world conditions and new international priorities. The Deputy Director for Operations will present his views as to how the manpower and other resources of the DDO must be utilized in the future in order to continue to perform its important missions effectively.

1110 - 1200

Managing the Intelligence  
Community

Lt. Gen. Daniel O. Graham  
Deputy to the DCI  
for the Intelligence  
Community

One of the Director's primary responsibilities is that of overseer of the Intelligence Community. Our speaker will discuss the major issues facing the Community. He will comment on guidance on intelligence needs and continuing evaluation of the intelligence product. He will also discuss his own role as Deputy to the DCI and the insights he has gained of the Agency as an intelligence producer and member of the Intelligence Community.

1200 - 1300

Lunch

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1300 - 1350

Film: "Damage Report"

Office of Security

The film is a study of security problems abroad portrayed through the dramatic account of the compromise of a key intelligence source in Vienna. It focuses on the many facets of personal and technical security vital to intelligence operations and serving a mission overseas.

1350 - 1420

Course Evaluation

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1430 - 1520

The Changing Role of  
the Field Station  
Today

Chief, Western  
Hemisphere Division

The speaker, a senior operations officer and division chief, will concentrate on how a typical field station is organized to conduct its various operational assignments. He will also describe headquarters-field relationships, how station requirements are generated and fulfilled, and how liaison with other U.S. agencies and foreign intelligence services is carried out. He will also emphasize how the role of the Station Chief has changed over the years.

1520 - 1530

Final Administration

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CIA TODAY AND TOMORROW  
THE DIRECTORATE FOR OPERATIONS DAY  
(Auditorium)

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Coordinator: [REDACTED]

Training Assistant: [REDACTED]

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Objective: To provide Directorate for Operations personnel attending the CIA Today and Tomorrow a more detailed look at changes in the organization and policies of their own Directorate to supplement the overview provided by previous Operations Directorate speakers.

Friday, 26 April 1974

0845) - The Organization and Functions of the Plans Staff  
1030) -

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[REDACTED]  
Chief, Plans Staff  
assisted by senior members  
of the staff.

5814

Scope: This panel will discuss the application of management by objectives in the Operations Directorate, the application of new concepts in the allocation of resources through a revised system for evaluating operational effectiveness and individual performance including letters of instruction.

(A 10-minute break will be taken at 0935)

1045) -  
1145) -

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1145) -  
1245) - Lunch

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1245) - The Chinese Target  
1345)

SD - 0001

[REDACTED]  
Deputy Chief, East  
Asia Division for  
[REDACTED]

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Scope: Changing concepts in collection operations against the Chinese Target. [REDACTED] relationship with area divisions and support to field stations.

1400) - The Soviet Target  
1500)

SB-4803

[REDACTED]  
Chief, Soviet Bloc  
Division

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Scope: Review of operational concepts for collection of intelligence on Soviet and Bloc targets. Relationship of SB to area divisions and field stations.

1515) - Closing Remarks  
1615)

7E - 22

David H. Blee  
Associate Deputy  
Director for Operations

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Scope: Future trends in operations followed by questions to the speaker from participants.

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SUMMARY OF EVALUATIONS

CIA TODAY AND TOMORROW

23 - 25 April 1974

1. Evaluations were received from 140 individuals which represented over 50 percent of those who attended the course. No one felt that the stated objective had been completely missed, although several felt that the "Tomorrow" aspect of the course was inadequately covered. In that regard, however, those who indicated the lack of coverage also acknowledged that it was understandable since it is so difficult to project future plans. In sum, over 85 percent of those who completed evaluations felt that the course met the stated objective and the remainder felt that it went a long way in fulfilling the objective. Several positive comments were made regarding improvements which should be considered in preparing for the next running.

2. Suggested topics for future courses included terrorism, the use of computers and their role in the future, more emphasis on the role of the Office of Security, a presentation on the Office of Training emphasizing the variety of courses offered and its role in the development of skills and backgrounds suitable for personal advancement, and NPIC. Other topics which were mentioned included [REDACTED] political research, more on the role of DDM&S components such as Finance, Communications and Logistics. A few suggested that they would like to hear more detail on DDO activities such as the [REDACTED] and Commercial Staff and Covert Activities.

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3. As was to be expected there was a difference of opinion on several topics. Some felt that we provided too much time for a discussion of EEO problems, that they had already received the message through Employee Bulletins, previous statements by the DCI, DDM&S and the Director of Personnel, while others felt that the subject warranted at least a longer period for questions

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and answers. A number felt that too much time was allowed for the problems of international economics while several felt that the subject was very worthwhile and a high point in the sessions. Some felt that more time should be allotted to speakers to develop their subjects and many others felt that the speakers had too much time and could have been more emphatic and to the point if the sessions were shorter.

4. The use of films during the course received varied comments. Many had the opinion that the security film, "Damage Report," had been used in so many other courses that it should be deleted. All who felt that it was not worthwhile offered the suggestion that the time would be better spent with a presentation by an Office of Security speaker who could discuss problems closer to home or what the Agency was doing to protect overseas personnel from terrorists, kidnappers, or hijackers. The Shell Oil Company film, "The National Energy Outlook," received much criticism. It was subtle "propaganda," "too statistical," an "affront to the viewer's intelligence," etc. Many felt that the subject matter could have been better covered in some other way, i.e., in the section on international economic problems, or by the NIO dealing with energy.

5. Over 20 percent of those who filled out evaluation forms felt that something should be done about the "tomorrow" aspect of the course. Some suggested a change in the title of the course, while others felt that a panel discussion of future problems, or more attention to the future on the part of individual speakers, would strengthen this aspect of the program's objective.

6. Other suggestions for improvement dealt with the length of the course--too long, too short, or just right--shorter breaks and longer lunch hours. Written questions for the speakers was suggested as well as the use of more visual aids. Some felt that there should be a better selection of speakers and others felt that the sequence of speakers and subject matter was out of phase. Several people who commented on the offering indicated that they would like to have the opportunity to participate in a separate day for their own directorate like the one scheduled for the DDO on 26 April. A few felt that some form of advance notice on who the speakers would be might generate more interest in the course.

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Executive Re.	y
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DTR-9914

8 APR 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Final Presentation in "CIA Today  
and Tomorrow"

1. I am delighted that you will be able to give the final presentation in the fifth running of "CIA Today and Tomorrow," which will be given in the Auditorium from 23 through 25 April 1974. Subject to your approval we have scheduled your presentation on the final afternoon of the course, Thursday, 25 April, from 1520 to 1600 hours.

2. The primary objective of the course is to update participants on current developments and future programs in the Agency and the Intelligence Community. Any remarks you might wish to make regarding the present and future course of the Agency and the Community would be particularly appropriate and appreciated. May I suggest that you leave at least 15 minutes of the scheduled time for a question-and-answer period?

3. The audience will consist of approximately 150-200 Agency employees from all Directorates. Attached is a copy of the OTR Special Bulletin describing the course. As soon as the final schedule is completed, I shall forward it to you.

Alfonso Rodriguez  
Director of Training

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Att :

# SPECIAL BULLETIN

O F F I C E O F T R A I N I N G

No. 10-74

20 March 1974

To: All Training Officers of the Agency

## CIA - TODAY AND TOMORROW

The Office of Training will present the fifth running of "CIA Today and Tomorrow," in the Headquarters Auditorium on 23, 24, 25 April 1974.

The main objective of the course is to inform the participants about recent developments and future programs in the Agency and the Intelligence Community. This course can be particularly helpful for employees who have recently returned from overseas assignments, who have not attended any course dealing with Agency-wide activities within the past five years, or whose present or proposed duties require a broader knowledge of Agency activities. Although designed primarily for professional employees, others will be admitted, on a space available basis, upon recommendation of their supervisors.

(Note: A fourth day will be held on 26 April for the DDO participants in "CIA Today and Tomorrow." This segment will provide a more detailed look at various changes in the organization and policies of the Operations Directorate. DDO participants will be expected to enroll for the full four days.)

Included in the course content will be such topics as:

1. CIA's Role in the Intelligence Community
2. Issues Confronting the Directorates

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3. The Agency's Role in Combating International Drug Traffic
4. CIA Support of U.S. International Economic Policy
5. Selected Key Intelligence Targets
6. Agency Management Problems and Policies, including Equal Employment Opportunity

Lectures and discussions will be conducted by senior Agency officials currently involved in the subjects under discussion. Topics will be added or deleted, according to timeliness, appropriateness and general interest.

No quotas have been established for this running. All those who apply for the course can assume they have been accepted. All attendees should report to the Auditorium at 0845 on Tuesday, 23 April 1974.

DATES : 23, 24, 25 April 1974 (also  
26 April for DDO Personnel  
only)

PLACE : Headquarters Auditorium

REGISTRATION: Submit Form 73 "Request for Internal Training" to OTR/II/IMB, Room 921, Chamber of Commerce Building no later than 12 April 1974. Items #11, 12, 14, 15 and 16 need not be filled in.

For information on registration or course content, call [REDACTED] extension 2127.

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